



Maternity & Neonatal Leadership & Culture Plan

People & Culture Committee – 8th February 2023



**GIG
CYMRU
NHS
WALES**

Bwrdd Iechyd Prifysgol
Cwm Taf Morgannwg
University Health Board



CREATING
HEALTH



IMPROVING
CARE



INSPIRING
PEOPLE

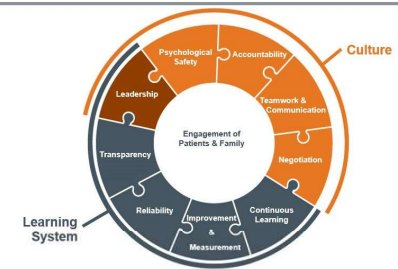


SUSTAINING
OUR FUTURE

Maternity & Neonatal Leadership & Culture Plan Update

- **Maternity & Neonatal Improvement Plan developed using IHI Framework for Safe, Reliable & Effective Care**
- **Plan developed to address RCOG/RCM (2019) review of former Cwm Taf:**
 - A culture that did not support learning & improvement
 - Teams that did not work well together
 - Women & Families not listened to, not included in decision making
 - Care which was not kind or compassionate
 - Disjointed and unsupported senior management team
 - Staff uncomfortable to report incidents – blame culture
 - Governance seen to be the work of midwives
 - Quality and Safety not prioritised
 - Cultural issues relating to cross-team working between maternity and neonatal services

Framework for Safe, Reliable, and Effective Care



© Institute for Healthcare Improvement and Safe & Reliable Healthcare
 Source: Frankel A, Haraden C, Fiedler R, et al. A Framework for Safe, Reliable, and Effective Care. White Paper. Cambridge, MA: Institute for Healthcare Improvement; 2017. Available on the app.



GIG CYMRU NHS WALES
 Bwrdd Iechyd Prifysgol
 Cwm Taf Morgannwg
 University Health Board

CTM 2030
Ein Hiechyd Ein Dyfodol
 DATBLYGU CYMUNEDAU IACHACH GYDA'N GILYDD

CTM 2030
Our Health Our Future
 BUILDING HEALTHIER COMMUNITIES TOGETHER



ctmuhb.nhs.wales

Maternity & Neonatal Leadership & Culture Plan Update

- Culture & Leadership Plan approved at QSE September 2022.
- First Health Board in Wales to refresh its C4U Charter with RCM UK President Rebecca Davies 26.9.22
- Training & Learning Needs Analysis in place
- First Care Group C4U meeting held November 2022.
- RCOG Workplace Behaviour Champions identified July 2022





Leadership

- Aspire, Inspire, Ignite
- Staff Voices
- QI Training for MDTs
- Induction – week long programme new starters
- Professional Roles & Responsibility Update (B7 3.10.22)
- Coaching, Mentoring and ILM opportunities offered
- Compassionate leadership, accountability & human factors included in CSFM Group Supervision since August 2022)
- Monthly drop in with HOM
- Ward / Operational Managers working clinical shifts
- PDRs
- Working with HEIW & RCM to develop further opportunities
- Staff led Quality Improvement Initiatives

Psychological Safety & Staff Well-being

- Support of clinical psychologist (wellbeing and post incident)
- Clinical Supervision
- Coats, Stamps, Preceptorship Programme
- Positive incident reporting culture
- Recognition and Celebration Events
 - IDM 2022 & 2023
 - 3 finalists in RCN Wales Nurse of the Year Awards
 - 11 submissions to RCM National Awards
 - PROMPT – Faculty of the Year & further 6 awards



Accountability & Professional Standards

- Vision
- Roles and Responsibilities workshops
- Letter to all staff – expectations, policies and procedures
- Clinical Supervision for Midwives
- My Maternity My Way / PREMS / Triangulating intelligence / Maternity Partnership Voices Wales
- Thank you cards for staff recognised in providing positive experience
- Thank you cards for staff who have provided great care e.g. incidents

Teamwork & Communication

- PROMPT, CTG, Simulation Training
- MDT presentations at national learning events (e.g. MatNeo Network, audit and governance meetings)
- MDT Handover
- HEIW, Mat Neo SSP – opportunities



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Cwm Taf Morgannwg
University Health Board

CTM 2030
Ein Hiechyd
Ein Dyfodol
DATBLYGU CYMUNEDAU
IACHACH GYDA'N GILYDD



CTM 2030
Our Health
Our Future
BUILDING HEALTHIER
COMMUNITIES TOGETHER



CREATING
HEALTH



IMPROVING
CARE



INSPIRING
PEOPLE



SUSTAINING
OUR FUTURE

ctmuhb.nhs.wales



IMSOP reflections December 2022 Comments from our team

“Our improvement journey was described as ‘chaotic’ despite 75% of recommendations being signed off but no advice was given as to how to be more organised”

“Constant scrutiny is exhausting and lonely”

“De-escalation from special measures – the team were advised at a Health Board & IMSOP joint meeting in 2021 that it will be a ‘feeling’ and ‘they will just know’”

Hearing in national meetings that the analogy being used is “like children learning to ride a bike, we’ll know when it’s time to take the stabilisers off”

“I was advised not to wear my uniform to work, there were reporters on site; I felt upset and ashamed to wear my uniform. I am proud to be a midwife and until this point had always worn it with pride. It is a symbol of my hard work, commitment, dedication and the love I have for being a midwife. I felt criminalised”.





Process

How have you found the process of working with the panel, being under scrutiny Consider constructive advice and support received

- Impact on clinician & programme team's health and well-being
- Agreed Framework / Quality Standards / Metrics or 'what good looks like' to benchmark nationally
- Embargoed reports / frustration, perceived lack of trust, parent-child relationship
- Boundaries – Welsh Government / IMSOP, constant political scrutiny
- Emotional resilience has strengthened



Strengths

What are your views/feedback on any strengths that could be replicated in future work

- The clinical support offered by the Panel members
- MDT Teamworking – collaboration between maternity & neonates = 'one team'
- Inspections – although challenging, good to have practice reviewed
- Learning shared nationally with some areas leading across Wales
- Opportunities for clinical teams to develop, learn and improve



Opportunities

What are your thoughts on any opportunities that could streamline the process, reduce duplication and provide more support with less pressure?

- Clarity of structure, roles and responsibilities, lines of communication
- Evidence provision, timescales and responses
- Recognition of competing demands – clinical & operational pressures
- Actions –specific to the service, aligned to Units of similar size and demographics.
- Avoid national recommendations
- Defined framework– how to we get in /out ?

HIW Unannounced Visit – September 2022

- 2 day unannounced inspection (no obstetric, neonatal or anaesthetic reviewer)
- 72 hr anonymous staff survey via QR code
- No immediate assurances:
 - Effective governance structure (audit, incident meetings)
 - Good compliance with mandatory training
 - Staff said they were able to access training to allow them to develop skills and knowledge relevant to their role
- Concerns raised in relation to staff feedback
 - Perceived negative culture
 - Staffing concerns
 - Rotation
 - Break relief
 - Not enough time to attend staff meetings
 - Improvements are required in communication between senior and middle managers and ward staff and the need to develop a trusting relationship

Staff are amazing, nothing is too much trouble

I've had everything explained to me and I'm not afraid to ask questions if I don't understand anything

Staff are really friendly and know what's going on with my care

HIW Unannounced Visit - Workforce

- 56 responses
 - Senior management team who are visible, work clinically and are supportive to staff
 - Appropriate staffing levels and skill mix on shift, retaining staff
 - Confidentiality needs to be prioritised
 - Bullying is a massive issue and gets covered up
 - Better culture, more staff, fair opportunities for progression for all staff
 - More support for staff after incidents,
 - More training opportunities
 - Too many changes in management since special measures – unsettling

Forward thinking & next steps

- Continue to embed Maternity & Neonates Leadership & Culture plan
- Continue to embed “Caring for you” action plan (live), partnership working
- Targeted intervention requirements
- HR Drop in sessions
- Sickness management deep dive
- Stability within the senior management and leadership teams
- Monitor HIW recommended actions
- Repeat Culture Survey
- Support & react - RCM survey responses ‘You Said, We Did’

